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2 OCT 1959

MEMORANDUM FOR: Director of Personnel

**SUBJECT : Recommendations from the 1959 IG Survey
of the A&E Staff, OTR, Relevant to the
Office of Personnel**

1. An IG survey was conducted during the first half of this year for the purpose of examining and appraising the activities of the A&E Staff. The relationships of the A&E Staff with other Agency components were also examined. These included the Clandestine Services, the Medical Staff, the Office of Personnel, and other components of OTR. The recommendations which have greatest relevance to your office are as follows:

a. "In order to provide a better balance the efforts of A&E should be redirected to de-emphasize management services and place the operational support factors in their proper perspective."

As I have been able to interpret this recommendation, "management services" pertains primarily to training evaluation and research activities conducted by the A&E Staff, and I foresee no reason that all the present services provided to the Office of Personnel should not be continued.

b. A second general recommendation pertained to the clarification of requirements for psychological services by components outside of OTR. In the case of the Clandestine Services it was recommended that [] be revised to achieve a clearly stated policy on psychological assessment of Clandestine Services personnel. The recommendation indicating a need for clarification of policy of A&E services to the Office of Personnel was stated as follows:

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"DTR initiate a revision of [redacted], if deemed more practical, a new regulation setting forth Agency policy governing the use of psychological services and support."

I definitely concur that policy guidance in regard to the use of psychological services be written into regulations. However, the responsibility for revision of [redacted] is, of course, not that of the Director of Training. I would like to meet with you for the purpose of discussing the Office of Personnel's requirements for A&E services with the view that they would be written into Agency regulations.

2. As background or preparation for such a discussion I have abstracted the IG's report, pulling out those portions of the report which are germane to the relationships between the Office of Personnel and the A&E Staff and the factors which, in the mind of the IG, led to the above quoted recommendation.

a. In his discussion of the mission and functions of the A&E Staff, the report made reference to [redacted] which indicates that the general function of the A&E Staff is:

"to provide psychological services to the Agency for operational and other purposes. Included in these services are: (a) the psychological assessment of individuals under consideration for specific duty assignments; (b) the testing and evaluation of individual aptitudes and proficiencies in training and other situations; and (c) the development and application of psychological techniques and services for selection, training and operational purposes."

He also refers to [redacted] pointing out that this regulation on personnel policy:

"requires the DTR to furnish recommendations to the Director of Personnel as to the suitability of personnel and the DTR shall administer all employee psychological services in headquarters, the medical program again being excepted."

b. The IG report goes on to describe the various activities conducted by the A&E Staff. The first activity is that conducted by the Testing Services Branch of the A&E Staff. This branch

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administers group psychological tests for both professional and clerical personnel in headquarters, it scores these tests and it supports field testing programs both for professional and clerical applicants. The Assessment Branch is responsible for making predictive judgments of Agency employees based upon analyses and interpretation of data obtained through tests and interviews. Its functions are established at three levels: test interpretation, standard assessment, and intensive assessment. Test Interpretation involves the analysis of test results and is used primarily in the screening of applicants or to provide guidance in making assignments of new employees. It is based entirely on tests, supplemented by other available records and provides a basic service to the Office of Personnel. It is the minimum form of assessment. (Among other purposes for which test interpretations were made, 268 were made during FY 1958 in conjunction with the Overseas Review Panel.) The Standard Assessment is an interpretive review plus a conference with the individual's supervisor, personnel officer, or other responsible authority. The Standard Assessment is used principally for purposes of assignment or reassignment of employees, or to aid in resolving matters of personnel administration. Intensive Assessment involves test interpretation, conferences with supervisors, and a detailed analysis of the individual by assessment psychologists based on test results, interviews, group procedures, etc. Intensive Assessments generally are requested to aid in the determination of an employee's suitability for a particular assignment or for duty under unusual or abnormal conditions. These are performed on applicants or employees, and on contract as well as staff employees. They are conducted either at headquarters or at safe sites.

c. In his review of Agency policy affecting psychological services in the Agency, the IG points out that:

"Current Agency regulations refer to psychological services in terms of specific functions or assignments of responsibilities (see [redacted])

[redacted]) None of them, however, contains a statement of Agency policy with respect to the use of psychological services. [redacted] for example, sets forth basic personnel policy and establishes the Agency's personnel program, but makes no mention of the psychological service which is an essential part of the program, except to the effect that the DTR will provide and

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and administer such services. There should be included in this regulation (or perhaps in a new regulation) a statement expressing the Agency's intentions on how and when psychological services and support will be utilized and to what extent. It should state clearly what the Agency needs and wants that can be provided by the psychological profession in some order of priority that will provide the A&E Staff with a sound basis for a long-range program."

The considerations just enumerated led the IG to the recommendation which I have already quoted in paragraph 1, b. above.

d. Following this recommendation the report went on to discuss a number of other problems, and under a category or general heading of Centralization versus Decentralization, the report states:

"The psychological skills needed by the Agency can be described generally as (a) services to management and (b) support to the intelligence mission. The former includes the use of psychology in screening applicants by tests to determine suitability for Agency employment and to aid in the most effective utilization of manpower through proper placement. It also includes personnel counseling, public relations, improvement of training techniques and other forms of assistance to management."

The report goes on to point out that:

"Support to the intelligence mission encompasses a broader and more vital field of activity. Probably of greatest importance is the assessment of operational personnel, both agent and staff. Psychology can make a valuable contribution to the success of clandestine operations by assisting in the determination of case officer and agent capabilities. Another important contribution is in the training of case officers in the psychological aspects of agent handling and recruitment."

In reviewing the proportion of effort expended by the A&E Staff on its various functions, the IG report concluded by making the recommendation quoted in paragraph 1, a. above. And, finally, one more comment in the report which is relevant to the Office of Personnel:

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"Test administration and scoring is a service provided almost exclusively for the Office of Personnel, although test results also contribute to the mass of A&E research data."

3. As further background for our discussions in this area, let me present a summary of the kinds of services performed by the A&E Staff for the Office of Personnel:

a. On a routine basis the A&E Staff reviews the test results of all professional applicants, prepares reports of interpretation of these results and transmits such reports to DRB for inclusion in the file as an aid in selection and placement of potential employees. Also on a routine basis the A&E Staff reviews the Professional Employee Test Battery results of newly EOD'd professional employees, and if deemed necessary prepares reports of these reviews indicating such things, for example, as the possibility that this individual might have problems of adjustment to the Agency or to his job and ought to be watched fairly closely during his probationary period, or, conversely, that the individual has high potential and should not be overlooked in terms of career planning. Reports of foreign language aptitude resulting from the test in this area administered at applicant time and resulting from administration of the Foreign Language Aptitude Test Battery are sent out on a routine basis, and, as necessary, include explanatory or interpretive notes concerning the individual's aptitude or lack of it for training in foreign languages. In addition, the A&E Staff has instituted a "flag" system which, when necessary, results in a statement in the personnel file that, in the event a particular personnel action is being considered, A&E has information which might be of some relevance to a final decision. Also, routinely, a statement goes into the personnel folder that the individual has been intensively assessed at such-and-such a time and that such information may be called upon when needed by an authorized person.

b. In addition to these routine services, representatives of the A&E Staff participate on the Overseas Review Panel, the Examining Panel for Career Service Status, and on the Management Development Panel which you personally conduct.

c. A&E representatives are consulted by your representative on matters pertaining to selection out and to both in and out placement. In addition, they are called upon by various panels concerning

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an individual's qualifications for promotion. The A&E Staff also participates in a re-review of JOT applicants not selected by the JOTF as requested by QAB.

d. A&E participates extensively in both clerical applicant testing and clerical employee testing. It has initiated activities which it is hoped will be of some assistance in better placement and consequent longer retention of clerical employees.

e. A large percentage of our research activities are indirectly performed for the Office of Personnel. The research function of A&E has been directed toward the development of psychological tests--clerical and professional--and the collection of data on Agency personnel which provides the basis for test interpretation. Although test interpretation is an important part of our intensive assessment process, its most extensive use is in the selection, assignment, and supervision of personnel.

8. All of the functions noted immediately above are either stated or implied in the IG's report. One area which is not touched upon in our present services concerns the matter of personnel counseling to which the IG referred. The implication here is, of course, vocational guidance and vocational counseling, the assisting of an individual to arrive at a realistic evaluation of his capabilities in relationship to Agency careers.

9. You are, of course, aware of many of the practices affecting the relationship of psychological services and personnel offices as they exist both within and outside of the Government. I believe that we now have an opportunity to establish here a relationship based upon realistic requirements which will provide the Agency with effective and efficient psychological services encompassing the best features of such activities in other organizations. I would suggest that our discussion be concerned with and result in policy statements concerning requirements of your office for the services of the A&E Staff of the Office of Training, and that the subsequent elaboration of these policies be implemented in either a revised or new regulation prepared by a committee of representatives from both of our offices.

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MATTHEW BAIRD
Director of Training

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